



The People of Justice – *Securing* ***RESULTS*** *For the American People!*



July 2005



July 15, 2005



The Department of Justice has changed its management approach. Thanks to the goodwill, imagination and innovation of our employees, we are becoming a management team that constantly scans our business horizon to identify new and better ways of doing the work to meet our mission. On every management front—from financial, to human resources—we are reviewing current activities, and identifying and applying best business practices based upon sound business principles to achieve our goals. The changes we are making will put Justice on track to serve our citizens well for years to come. *All* employees have stepped up their efforts and accepted responsibility for meeting the terrorism threat at home and abroad. Everywhere we turn, across all components, Justice employees are working together to improve *all* aspects of our service.

The shift to a new way of thinking about and doing business at Justice was launched 5 years ago, when President Bush and the Office of Management and Budget (OMB) leaders worked with us to set forth the President's Management Agenda (PMA), which established a common vision with key goals for improving the management of the federal government. Justice leaders and employees have embraced this vision and worked closely and diligently with OMB and Congress to effect positive change. There was renewed focus on *every* employee achieving results, being accountable, and providing services more cost-effectively. This better business orientation was fueled even more by the tragedy of the 9-11 terrorist attacks which pushed all of us farther and faster toward change, as we realized that the safety and security of Americans depended on us.

Our evolving and improving business culture is concerned with *results*. We recognize that what matters is accomplishing the mission. Every process must contribute and improve our ability to get the job done. We rely on concrete measures of progress. And we are not satisfied with simply keeping things as they are. We expect, in fact we demand, that our programs get better each year. We seek to change processes to make them more efficient and effective, to work smarter and more economically, rather than ask for additional resources.

The shift has involved employees at every level of the organization—headquarters and field, operational and administrative. We are building organizations that suit our mission; creating and retaining a capable work force; and holding ourselves and our organizations accountable by connecting budgets to performance. Our approach involves making decisions based on sound financial information; expanding technology to better serve ourselves and our public; and managing our resources in ways that best serve the taxpayer. Along the way, we have encountered challenges. Nevertheless, DOJ employees continue to work diligently at improving our performance and we are committed and redoubling our efforts to improve in areas included in the PMA scorecard tool as well as others not reflected there. Our managers are focused on and aggressively involved in continuous efforts to improve audit results, implement effective case management systems, ensure strong security for the U.S. Courts, and collect criminal fines. We will continue to move forward to address these and other issues as well.

This report provides a sampling of the many things we have achieved and are doing to improve our service to the American public.





Key DOJ mission priorities continue to be reflected in the strategic goals presented in the *DOJ FY 2003 - 2008 Strategic Plan*, while more specific objectives under each have been identified by Attorney General Gonzales in his budget guidance for FY 2007. These are shown below.

Strategic Goal 1: Prevent Terrorism and Promote the Nation's Security:

- Prevent terrorist acts

Strategic Goal 2: Enforce Federal Laws and Represent the Rights and Interests of the American People:

- Make neighborhoods safer
- Enforce the nation's gun laws
- Reduce gang-related violence
- Combat illegal drug use
- Enforce laws against obscenity, child pornography, and other child exploitation crimes
- Prevent human trafficking

Strategic Goal 3: Assist State, Local, and Tribal Efforts to Prevent or Reduce Crimes of Violence:

- Promote state and local initiatives supporting Project Safe Neighborhoods
- Promote faith-based initiatives, including prisoner re-entry initiatives
- Promote the President's "Advancing Justice Through DNA Technology" initiative

Strategic Goal 4: Ensure the Fair and Efficient Operation of the Federal Justice System:

- Protect the judiciary
- Apprehend fugitives from justice
- Provide federal prisoner detention and inmate confinement

The prevention of terrorism remains the first and foremost goal of this department. Over the past several years, we have built and continue to strengthen our organization to ensure the safety of Americans, while at the same time promoting fair and equal opportunity for our nation's immigrants. The Attorney General has approved a number of significant reorganizations toward these ends.

- As part of a comprehensive plan to strengthen its top-level management structure and establish a sound framework for addressing the dual priorities of counterterrorism and intelligence reform, the **Federal Bureau of Investigation (FBI)** established two new Executive Assistant Director positions, one for intelligence and another for counterintelligence and counterterrorism (CT). This marked a shift to a proactive approach in confronting the threat of terrorism. The Bureau also established the Office of Law Enforcement Coordination to improve information sharing with its state and local partners, established a national Joint Terrorism Task Force as a means of coordinating law enforcement efforts at all levels, and bolstered CT training and recruitment to acquire agents, analysts, translators, and others with specialized skills.

At the same time, the Bureau realigned the Office of Intelligence to report to the new Executive Assistant Director, ensuring that critical information is disseminated and shared appropriately. The FBI elevated the importance of intelligence in the field by creating Intelligence Units at each of its 56 field offices. These units collect intelligence and ensure its timely exchange among FBI Headquarters officers, field operational squads, and federal, state, and local law enforcement agencies.

- Consistent with the reorganization recommendation of the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction (WMD Commission) and the President's plan to restructure the Department of Justice, we are restructuring the divisions within the Department that handle core national security matters into a new National Security Division. In addition, the FBI's primary national security functions are being reorganized under a single division.
- Reflecting our heightened commitment to national security, the DOJ **Criminal Division** created a new Domestic Security Section, which includes an Alien Smuggling Task Force, whose focus is on criminal enterprises that are organized for the sole purpose of smuggling groups of aliens, some of whom may have ties to terrorist organizations, into the country.
- In early 2005, the **Bureau of Alcohol, Tobacco, Firearms and Explosives** (ATF) strengthened its intelligence function and ability to assist others involved in the possible terrorism implications of firearms and explosives by establishing a new Office of Strategic Intelligence and Information, whose Assistant Director acts as ATF's executive level representative in law enforcement and intelligence communities.
- The **Executive Office for Immigration Review** (EOIR) revamped and streamlined its procedures for reviewing immigration cases and appeals by those seeking to remain in the United States, greatly improving EOIR's processing efficiency. EOIR further strengthened its ability to manage immigration-related cases by consolidating and realigning its policy, planning, and support functions to report to a new Associate Director position, relieving the EOIR Deputy Director of administrative responsibilities and permitting increased attention on substantive legal issues.
- Recent increases in the numbers of immigrants seeking legal remedies and appealing their cases to the U.S. Courts led the **Civil Division** to assign full-time responsibility for the Office of Immigration Litigation (OIL) to a Deputy Assistant Attorney General, and additional OIL attorneys are likely to be hired to support the current and anticipated workload. In addition, the Attorney General charged OIL with oversight and advisory responsibilities for alien terrorist removal cases, including those charged with fund-raising for terrorist organizations, as well as joint responsibility for the annual review of designations of terrorist organizations.
- In all, 18 Justice components have analyzed their organizations and formally implemented or are in the process of implementing optimal structures through layering and redeploying resources. These components also have examined their key positions and created succession plans to ensure that they are adequately staffed to deliver mission priorities.

From the top down and from the bottom up, Justice managers and employees are working together to ensure that our organizations are staffed with well-qualified, motivated, trained, and respected employees, who are anxious to meet the vision of our leaders and become leaders themselves. At headquarters and in the field, we must recruit employees and bring them on board expeditiously when they are needed, train them to perform their jobs well, and replace them as soon as they leave.

We have come a long way in meeting these goals.

- We have dramatically reduced the average DOJ hiring time to 38 days, well below our PMA goal of 45 days, in FY 2005 second quarter.
- To ensure that qualified and capable people with demonstrated potential for executive leadership are ready to fill supervisory and management positions as they become vacant, the DOJ SES Candidate Development Program (SES CDP) was launched September 20, 2004, with a class comprised of 34 individuals receiving formal training and development to become certified by OPM for noncompetitive SES appointment.
- The United States Marshals Service (USMS) tripled the size of its candidate pool over FY 2002 levels and cut the time to fill a position by nearly half by streamlining hiring and promotion processes for its law enforcement employees.
- The Justice Management Division's (JMD) recently completed certification and accreditation of the Corporate Leadership Council Metrics System, providing online access to a human resources measures dashboard. Consisting of human resource measures identified by DOJ officials, the dashboard will be used to help us make human capital management decisions and evaluate human capital initiatives.
- In summer 2005, DOJ will launch the Justice Virtual University (JVU), our web-based e-Training system. JVU will provide Intranet access to 4,000 courses selected to fill competency gaps in our mission-critical occupations.
- USMS recently trained 1,000 people in basic or advanced courses, graduating 135 Deputy Marshals, 96 Criminal Investigators, 58 Detention and Aviation Enforcement Officers, and 200 Court Security Officers.
- To further our mission and better equip those in the field, in fiscal year 2004, the Executive Office for U.S. Attorneys' National Advocacy Center (NAC) trained 17,557 people, including federal, state, and local prosecutors and litigators.
- To improve financial management, the number of employees trained to run and interpret financial oversight reports was increased by more than 130 through the efforts of the JMD Finance Staff.
- By collaborating with GAO and the National Academy of Public Administration, the FBI hired 446 more Intelligence Analysts thru the second quarter of FY 2005 compared to the previous year. Moreover, the Bureau reported a 96.8% retention rate for Intelligence Analysts as of May 2005, compared to 92% at the end of FY 2004.



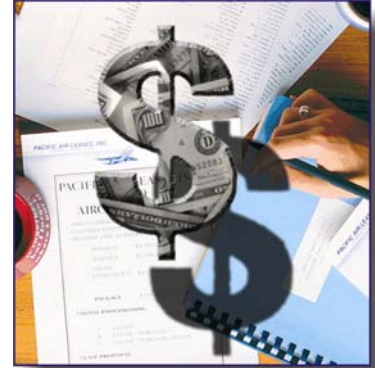
We recognize the great value and importance of our work as public servants of the American people. Our positive attitude and motivation to serve the many causes of Justice are evidenced by our low attrition rate (3.2 percent in FY 2004), consistently one of the lowest in the federal government. Our agency has been willing to invest in its human resources, offer creative solutions or opportunities to retain valuable experience and expertise or to enhance worklife, and take the necessary initiative to ensure that we keep the best possible mix of well qualified and satisfied employees to meet our mission.

- We are increasing employee satisfaction, retention, and productivity in several organizations, including the Tax Division, the JMD Asset Forfeiture Management Staff, and the Federal Bureau of Prisons (BOP) through the increased use of telecommuting and flexible work hours.
- BOP has established a vacancy clearinghouse to assist displaced employees in finding alternative employment opportunities within the organization, retaining valuable expertise in-house. As of the second quarter of FY 2005, almost 700 people have been selected for other positions through the clearinghouse.
- The Office of Attorney Recruitment and Management has made several program enhancements to attract and retain the best legal talent in the country. The enhancements include the Attorney Student Loan Repayment Program, Mentor Program, Interviewers Training Workshop, Attorney General's Honors Program, and Student Law Intern Program.
- In the last two years, the Department's Attorney Student Load Repayment Program (ASLRP), has issued student loan repayments to 115 attorneys, almost a third of which have gone to minority attorneys. The ASLRP is designed to retain attorneys at the Department by reducing the burden of qualified student loan debt. So far in FY 2005, we received 147 new applications.
- The Tax Division is using superior qualification appointments to bring in employees at compensation levels more appropriate to their level of expertise and experience.



Becoming Accountable: Integrating Budget and Performance

We make sure that our funds lead to real and positive results that are supportive of the DOJ strategic mission, goals, and objectives by establishing a clear link between budget and performance. Our combined efforts in this area are aimed at identifying relevant outcome measures, measuring and monitoring our progress, and accurately presenting associated costs. Several activities highlight our emphasis in this area.



- We are focused on making sure that our budgets and program goals are in synch. Top leadership has a keen interest in making sure that this is so, as indicated by the fact that the Attorney General's budget guidance instructs components to present their budget requests, using the DOJ strategic plan as guidance, "in a format that highlights performance and anticipated results."
- We restructured our budgetary decision units two years ago to tie resources to the mission areas identified in the DOJ strategic plan. Since then, we have developed the means to produce performance information at all stages of the budget development and decision-making process.
- The JMD Budget Staff has revised its Quarterly Status Report to better track information in four budget- and performance-related areas: 1) financial, 2) performance, 3) workload, and 4) administrative.
- We hold program managers accountable for outcomes and program improvements by requiring components to report on progress in implementing the Program Assessment Rating Tool (PART) recommendations and milestones.
- The JMD Budget Staff has expanded its quarterly reviews of financial and performance information to include all the Department's components on a regular basis. The result will be more informed budget recommendations and decisions by our senior managers, who will use these reviews to support their analyses.
- We have linked SES performance ratings to organizational results.
- The JMD Budget Staff is developing a Performance Measures Database, web-enabled and replete with all DOJ performance measures (about 600 presently), that will produce a quarterly management dashboard report for our leadership. The dashboard will be a useful tool for senior managers to support budget decisions and recommendations.
- We also are moving toward managing our PMA efforts to include component-specific scorecards that will provide senior departmental management with an "at-a-glance" awareness of the components' management issues.

Since success in meeting our missions and achieving our results depends on the efforts of our employees, we are holding our managers, supervisors, and all employees to clearer mission-linked performance standards. Some examples of budget-performance initiatives follow.

- In early FY 2005, we implemented new SES performance work plans that link to the agency's mission, hold employees accountable for results, and differentiate among levels of performance. In March 2005, the effort was expanded to implement new three-, four-, and five-level cascading performance work plans that cover 64,000 (65.5 percent) non-SES employees. That number includes 52 percent of the DOJ non-bargaining unit employees and 13.5 percent of DOJ bargaining unit employees.

- The Executive Office for Immigration Review published its strategic plan for FY 2005-2010, establishing it as their guiding management tool. Beginning with the FY 2007 budget request, EOIR requires all new budget initiatives to tie to the plan, which includes goals, objectives, and measures that support the mission. This synchronized planning and performance measurement will result in more informed budget decisions.
- EOIR continues to analyze the various types of cases the agency handles on a routine basis and has updated some of its performance goals as a result of the distinctions it has found in the level of difficulty of some cases.
- In the past year, the Environment and Natural Resources Division (ENRD) reorganized its financial management operations into a single Office of the Comptroller to provide better accountability for critical functions and to facilitate working relationships among employees. By vesting responsibility for budget formulation, budget execution, GPRA reporting, and PART activities in one organization, ENRD has taken a great step toward integrating budget and performance.
- The USMS reconfigured its performance management system to ensure that every employee is linked to the USMS mission and understands his/her contribution to the taxpayer. The new system distinguishes for recognition employees who perform in an outstanding manner.
- Several components, including BOP, the Office of the Federal Detention Trustee, and the Tax Division have developed cascading performance work plans for all managers and most employees, with positive results.
- The Tax Division has moved from a two-level to a five-level performance rating system, to better reflect meaningful distinctions in employee performance.

We recognize that we must have timely and accurate financial reports, combined with key performance information, in order to improve the way we manage. It is equally important that we operate with business practices that are compliant with federal financial management and accounting standards. Examples of our improvement efforts follow.

- We are implementing a Unified Financial Management System (UFMS) to replace our historically decentralized structure. UFMS will establish consistency among the components' financial systems, providing more timely and accurate information upon which our leadership can base decisions. To oversee the implementation of the UFMS, the Attorney General approved the establishment of a separate Project Management Office, reporting directly to the Controller.
- We are establishing an Internal Review and Evaluation Office to provide our managers with the capability to independently evaluate components' financial operations and internal controls, assist in audit preparation, and monitor corrective actions.
- The JMD Finance Staff developed a financial management audit diagnostic "tool kit", providing an insightful analytical approach to addressing and improving financial reporting and integrity.
- The Drug Enforcement Administration (DEA) conducts extensive financial management training and uses an aggressive field division financial review program to ensure that field staff are trained on all aspects of financial management and are following established procedures. The agency also has implemented quarterly financial performance scorecards for field division executives.
- ATF's automated weekly financial executive reports are laying the foundation for integrating financial and performance information. ATF is reviewing prototypes for an executive dashboard that will display this financial and performance data to enhance leadership's ability to make informed and cost effective decisions.

Other financial activities within DOJ have achieved success. For example:

- The Department's recovery audit pilot program in the last year collected approximately \$1.2 million associated with improper vendor related payments. This program is now being expanded to include all the components.
- For six consecutive months, the Department has led other government agencies by having the lowest payment delinquency rates for travel cards.
- The USMS will implement a "split pay" program for its credit card purchases. Upon receipt of an employee voucher, the Marshals Service will remit electronic payment to the credit card company for 80 percent of the full travel cost, with the remaining amount sent directly to employee bank accounts. .
- The Tax Division achieved one of the lowest erroneous payment rates within the Department. This was achieved through attention to detail and a series of checks and balances that protect the integrity of Tax Division funding.
- The Asset Forfeiture Management Staff has worked aggressively with agencies participating in the Assets Forfeiture Fund to reduce the amount of old, unobligated balances remaining unliquidated each fiscal year. From April 2003 to April 2005, unliquidated obligations in the AFMS financial system for a comparable period dropped 58%, from \$36 million to \$15 million.
- In FY 2004, for the sixth year in a row, the BOP received an unqualified opinion on its financial statements. For the seventh consecutive year, the BOP had no material weaknesses reported in the Report on Internal Controls or the Report on Compliance with Laws and Other Matters.



In FY 2003, the Attorney General approved a reorganization within the Justice Management Division that restructured the Office of the Chief Information Officer. That reorganization supported the strategic goals of the Department, improved information management, and laid the groundwork for more citizen-oriented services. It also boosted the modernization of our core IT infrastructure, improved our management of IT investments, and put us in a better position to support the Administration's e-Gov initiative.

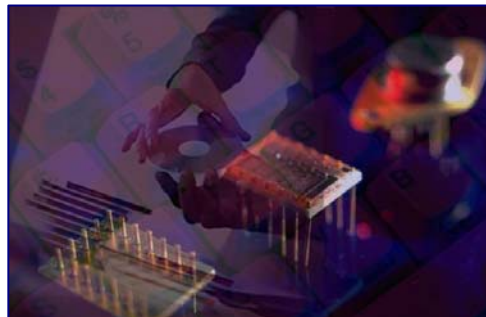
DOJ components actively participate in 18 of the 25 e-Gov initiatives identified by a task force chartered jointly by the President's Management Council and OMB. We also participate in all five broad-based lines of business identified by the task force. Through our participation, we have improved information-sharing and expanded services to our components, outside agencies, and the public. Examples of our involvement in e-Gov initiatives and our achievements in other technical areas follow.

- The JMD Finance Staff is implementing e-Travel Service (eTS), a cost-saving web-based travel management service. All components will be using the new system by September 2006. Currently, the BOP has been using its own on-line Travel Management Center to make transportation reservations, increasing participation in the system from less than 1% in January 2005 to over 15% in April 2005. USMS employs e-travel in 90% of its headquarters sites. As of March 1, 2005, individual transaction costs to the Department declined from \$15 to \$11 for web-based transactions performed by the user, and from \$46.75 to \$30.00 for international transactions using contractor assistance.
- The USMS has also implemented a web-based program called PCIS (Purchase Card Information System) to improve the accuracy of tracking obligations and making vendor payments for all districts centrally from headquarters.
- DEA has acquired an integrated system for human resources processes such as classification, staffing, and performance management, allowing managers to prepare position descriptions, receive applications, review qualifications, and rate candidates on line. Elsewhere, the Office of Attorney Recruitment and Management (OARM) uses an automated human resource system to communicate with law school career services staffs.
- The USMS implemented an automated system to facilitate law enforcement officer reassignments in FY 2004. The system issues certificates to selecting officials within one hour instead of the previous four weeks, saving more than 100 hours of staff time and countless hours for the candidates, who benefit by a one-time application process for multiple positions.
- OJP has reduced grant application processing time by nearly half in a two-year period.
- The Department is saving \$84,000 per month by using the misdirected e-mail messages process in the USA Services e-Gov initiative.

We are working to automate our case management system, which incorporates two projects: the Investigative Case Management Project, which seeks to reduce the number of law enforcement case management systems into a single system; and the Litigation Case Management Project, which has a similar goal of reducing our multiple litigating division and U.S. Attorney office case management systems. Other examples of automation improvements follow.

- The Tax Division is implementing a Debt Collection System Module as part of its case management system. This will clarify Division requirements and simplify the migration into the Litigation Case Management Project.

- In FY 2004, for the first time, the USMS extended Joint Automated Booking System (JABS) service to federal agencies outside Justice. Now, other federal law enforcement officers can use JABS to transmit fingerprint images to the FBI's criminal database, maintain a repository of common offender information for the identification of arrestees, eliminate the repetitive booking of offenders, and reduce threats to law enforcement officials and the public by identifying offenders rapidly and positively. Since the inception of the new work process, the U.S. Marshals process an average of 300 interagency bookings per month.
- The Asset Forfeiture Management Staff's Consolidated Asset Tracking System (CATS) is undergoing technological refreshment that provides asset forfeiture fund participants, through their agency-managed desktops, easier access to asset forfeiture related information, faster implementation of requirements, and an increased ability to manipulate outputs. The improvement to CATS will eliminate the need for over 3,100 dedicated desktop components (workstations, monitors, and printers) and over 370 dedicated communication circuits, significantly reducing infrastructure and support costs, important factors considering the log-on volume, which grew from 914 in October 2004 to 4,300 in April 2005.
- ATF provides other DOJ components, as well as state and local law enforcement agencies, with its crime-fighting resources, including the Bomb Arson Tracking System (BATS), a repository of bomb and arson cases and incidents, and the National Integrated Ballistic Information Network (NIBIN), an investigative tool that compares evidence using digital images of markings made by a firearm on bullets and cartridge casings.



Several of our accomplishments at DOJ involving automation relate to the e-training initiative, which is being centralized within the Department through Justice Virtual University.

- With the preliminary work complete, we will launch the Justice Virtual University in the summer of 2005, giving all our employees access to a wide range of online training and continuing education courses at a considerable savings, compared to traditional classroom training.
- The DEA Office of Training is developing a computer-based version of WEBSTAR timekeeping training that can be disseminated throughout the agency via Firebird. Using WEBSTAR, DEA anticipates training 1,200 timekeepers for approximately \$400,000, compared to the previous projected cost of \$850,000. DEA is also modernizing two of its training classrooms to accommodate e-learning and other blended learning-related training for individuals attending the DEA Training Academy.
- ATF partnered with the Office of Personnel Management to procure and launch an enterprise-wide learning management system under the auspices of OPM's GoLearn e-training initiative. ATF will integrate its learning management system with the JVU by September 2006. The effort will build upon ATF's existing e-learning capability by automating and simplifying access to ATF training courses.
- BOP's e-Training has been enhanced by the introduction of standardized testing using eZ.examination testing software. In addition, BOP uses the web-based Centra to enhance interactive distance training capability, and has partnered with the Federal Law Enforcement Training Center, National Institute of Corrections, and OPM's GoLearn, to implement an on-line testing and evaluation system.
- ENRD will soon add JTN (Justice Television Network) access to the desktop environment so that employees can receive DOJ-based e-Training and other programming at their desks, facilitating "attendance" and eliminating travel time.

We are applying e-government principles to our daily work, capitalizing on automation to perform tasks which, because of their complexity or because of the enormous amount of data manipulation involved, could not be done before. Following are some examples.

- The Office of the Federal Detention Trustee's Sentence to Commitment pilot project has proven the system is capable of moving more prisoners faster to their designated facilities, while reducing paperwork, improving the collection of information, and enhancing reporting capabilities. Prior to the pilot, the average time from sentence to designation in the District of Arizona in 2004 was 41 days. With the automation process, the average time is now around 29 days, approximately a \$4 million in savings over the course of a year.
- To improve accuracy and timeliness, DEA's Acquisition Office uses an automated procurement system for preparing purchase/delivery orders and contracts, tracking task and delivery orders, and issuing modifications to contracts and orders. Additionally, the office utilizes the government electronic posting and notification procurement system, FedBizOps, to synopsise solicitations and contract awards, eventually posting all requirements to the DEA webpage. In April 2005, DEA began agency-wide implementation of Federal Procurement Data System-Next Generation (FPDS-NG), an on-line system for capturing contract award data in real time.
- BOP has established a paperless tracking system, the Psychology Data System (PDS), to manage and monitor drug program participants eligible for early release based upon the Violent Crime Control and Law Enforcement Act of 1994. This tracking system ensures that inmates released under the Act meet all criteria for an early release, while saving an enormous amount of time for BOP staff.
- BOP continues its use of Telemedicine where possible to enhance medical diagnosis and treatment of individuals confined in its care. The use of this technology improves security, as inmates remain within the confines of a secure institution; maximizes flexibility in scheduling services; and significantly reduces costs associated with trips into the community for inmate medical care.
- ATF's National Tracing Center Division has made a concerted effort to leverage existing information technology to better assist law enforcement agencies in the investigation of illicit firearms trafficking as well as the interdiction of firearms to juveniles, youth offenders and other prohibited persons. The newly developed e-Trace application provides law enforcement agencies with the ability to electronically submit firearm trace requests, to monitor progress of traces, and to retrieve completed trace results in a real-time environment.
- The FBI's Top Secret/Sensitive Compartmented Information Operational Network (SCION) gives its personnel the ability to electronically receive, disseminate, and share compartmented sources of intelligence information within the Intelligence Community. The web-based FBI Intelligence Dissemination System (FIDS) allows FBI personnel with access to the Bureau's intranet to create and disseminate standardized Intelligence Information Reports.

Many of our automated initiatives at DOJ are citizen-centered and are intended to facilitate the public's interactions with us. These initiatives have made it more convenient for the public to obtain information. Examples include:

- EOIR's e-government electronic filing project, now in its pilot stage, will reduce the filing burdens on private attorneys and persons appearing before the courts. It will increase the ability to exchange information between federal agencies and automate internal EOIR processes to reduce costs and disseminate best practices across the agency.
- The Community Oriented Policing Service (COPS) Office offers the option of applying for COPS grants online using the collaborative, multiple-agency e-Gov initiative, Grants.gov. In May of 2005, COPS established a system-to-system connection with Grants.gov, the final feature necessary to make the COPS Management System (CMS) a completely automated grant management system. It will benefit grantees by easing the application process, thereby reducing

expenses, and benefit the COPS Office by reducing data entry and paper processing time and costs.

- USMS has modified its web site to make a wide range of information more accessible to concerned citizens, the law enforcement community, non-profit entities, businesses, career applicants, and the general public. Within eight months, the changes to the site resulted in at least seven arrests of fugitives that were directly tied to information posted on the website.
- ATF's Firearms Integration Technology facilitates transactions with citizens, regulated industry members, and other government agencies, by consolidating over 20 firearms-related databases into three systems.
- BOP's Advanced Systems Branch and Office of Communications and Archives launched a new public website <http://www.bop.gov> in February 2005, which significantly improves the public's direct access to the Bureau, enabling persons to contact institutions directly, thus reducing layers and improving responsiveness.

Automation plays a critical role in our Faith-Based and Community Initiative, whose web site offers prospective faith- and community-based grantees ready access to funding opportunities and application guidance. We consider participation of these organizations invaluable to our mission of keeping communities safe by controlling and responding to crime, providing aid to victims of crime, preventing violence against women, and reducing the rate of recidivism of released offenders. Our effectiveness is demonstrable.

- There has been a substantial increase in grant dollars administered by faith-based and community organizations (FBCOs) over the past 3 fiscal years. DOJ grant and contract awards to FBOs increased 28 percent in 3 years, from \$46.2 million in FY 2002 to \$59.3 million in FY 2004. Overall during that period, we awarded over \$157.2 million to FBOs.
- The number of first time grantees this past fiscal year accounts for about 26% of all FY 2004 FBO awards.

All organizations must have facilities in which to perform their functions; our organization is no different. To increase our accountability for real property, we are developing a Real Property Asset Management Plan, requiring periodic evaluation of all assets, prioritizing operations and maintenance and capital plans, and identifying resource requirements to support these plans. We are making progress.

- JMD has issued draft guidance and a proposed methodology to bureaus for capturing the Federal Real Property Council's (FRPC) data elements and computing the performance measures at the constructed asset level.
- The Department has provided OMB with a detailed description of its planned Department Rent Management System (DRMS) enhancements for real property, including how data elements will be gathered from bureaus.



The Justice Department is Getting the Job Done



The management improvements and cost saving initiatives described above have not occurred in a vacuum. They provide the critical underpinnings for all of our operations and activities and allow us to achieve impressive operational results. Some of these *results* include:

- ATF led the Violent Crime Impact Team (VCIT) which, during the first 7 months of operation, was responsible for 2,575 state and 521 federal arrests, the recovery of 3,549 firearms, and the seizure of over \$2 million. In addition, ATF assisted in obtaining the conviction of nearly 7,170 defendants of firearms-related offenses and more than 1,266 defendants for criminal violations resulting from firearms trafficking investigations.
- As of March 31, 2005, DEA had disrupted and dismantled 284 domestic and foreign priority targets in FY 2005, of which 74 were linked to the Attorney General's Consolidated Priority Organization Target (CPOT) lists. This is well ahead of the pace set in FY 2004. In addition, 38 of the 42 organizations on the FY 2005 CPOT list had active Priority Target Organizations (PTO) investigations directed at or linked to them. There were 520 active PTO investigations linked to at least one CPOT target.
- DOJ increased asset and currency seizures by 33 percent, from \$461 million in FY 2003 to \$613 million in FY 2004, the result of increased emphasis on the financing of drug trafficking organizations.
- Tax Division victories in United States Courts of Appeals have established precedent that effectively shut down technical tax shelters estimated to have cost the Federal Treasury \$11 billion. In addition, the Division's victories in summons enforcement litigation – in which courts uniformly have rejected claims of privilege as unfounded – have required accounting firms, law firms, and financial institutions involved in the promotion of tax shelters to turn their tax shelter files and customer lists over to the IRS.
- OJP funding support helped Hawaii become the 50th state to complete a statewide AMBER Alert plan to aid in the recovery of abducted children. Only four states had statewide AMBER Alert plans in place at the end of 2001. AMBER Alert programs have helped save the lives of 192 children nationwide. Over 80 percent of those recoveries have occurred since October 2002 when President Bush called for a nationally coordinated AMBER Alert program at the first-ever White House Conference on Missing, Exploited, and Runaway Children.
- The FBI is a member of the Terrorist Screening Center (TSC), a multi-agency effort which, from December 2003 through February 2005, received 21,650 calls (over 3,500 from state and local law enforcement), made over 11,300 positive identifications, and assisted in over 340 arrests – including six with a terrorism nexus.
- In 2004, the FBI and its partners filed 1,758 applications for surveillance or search under the Foreign Intelligence Surveillance Act (FISA), an increase of 74 percent over the number filed (1,012) in 2000. Between 2003 and 2004, the FBI had a 312 percent increase in the dissemination of intelligence assessments to partners and customers outside the FBI and a 222 percent increase in the dissemination of Intelligence Information Reports.

- During calendar year 2004, the FBI's Language Services program reviewed over 532,000 hours of audio and over 1.9 million pages of text in support of the counterterrorism and counterintelligence missions.
- The Office of the Federal Detention Trustee, in a joint effort with the U.S. Marshals Service, the Justice Prisoner and Alien Transportation System (JPATS), the Immigration and Customs Enforcement Bureau (ICE), and BOP, has implemented a practice of moving prisoners to a BOP facility via ground transport when possible or to less expensive facilities near airfields to await air transportation. One example of the practice involved the movement of 100 prisoners at a savings of approximately \$700,000 per year.
- In April 2005, the USMS coordinated Operation Falcon, the largest fugitive apprehension operation undertaken by any law enforcement agency in the United States. Using support from federal, state, and local law enforcement partners, the USMS successfully executed in excess of 10,343 felony arrest warrants and cleared, by arrest or other means, more than 13,851 warrants. Some 71% of those arrested had prior records for crimes of violence.
- Since 9/11, the U.S. Attorneys have focused tirelessly on the Department's first priority — to protect America from the threat of terrorism. Each district established an Anti-Terrorism Advisory Council (ATAC), and many districts have played critical roles in the Department's successful terrorism prosecutions.
- The U.S. Attorneys' Offices conduct a majority of the criminal prosecutions and civil litigation handled by the Department of Justice. Over the past four years, the U.S. Attorneys' Offices have brought criminal charges against 315,403 defendants in 230,790 criminal cases, and filed or responded to 322,949 civil cases.
- Under the Project Safe Neighborhoods initiative, U.S. Attorneys in each of the 94 judicial districts have developed extensive partnerships and worked side by side with local law enforcement officers and other officials to tailor a Project Safe Neighborhoods strategy that fits the unique gun crime problems within their individual district. During the past four years, the U.S. Attorneys charged over 45,400 individuals with firearms offenses and increased the number of gun cases prosecuted by 76% when compared to the prior four years.

These results testify to the fact that all of us, each and every employee of the Department of Justice, as Attorney General Gonzales has said, see each day as “an opportunity to enhance our security, to expand our freedom, to protect opportunity, and to achieve justice for all.” We have begun and now are on the mission of continuous management improvement, and we are achieving real results. Together, we must continue to aggressively pursue every opportunity to make our agency more effective and efficient on behalf of the American people. In short, we must continue to share in this noble cause and work together to “serve Justice by securing results.”